

14 May
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MEMORANDUM FOR: Members, Steering Group on Personnel

FROM:

Executive Director

SUBJECT: Projections of Manpower Needs,
Retention, and Availability

1. On further reflection and consultation after the Steering Group meeting on 7 May, I have concluded that we need a shortened version of the three-phased manpower study called for in the Addendum to the Strategic Plan. A variation on the first two phases -- projections of the mix of skills needed and pool of talent available in the out years -- will form an indispensable foundation upon which to base programs and actions designed to improve our competitive position in the future. As a result of the meeting, I now also conclude that surveys by the Directorates of their individual experiences with and projections concerning attrition and the reasons for it would be important adjuncts to the study originally planned.

2. Accordingly, I am asking each of the Directorates to complete by 8 June a report on:

- the mix of skills each now has available, and an indication of shortfalls in hard to get categories;*
- the mix of skills that will be needed in the out years -- late 1980s and early 1990s -- with emphasis on skills expected to be in short supply and those which may be unique to the out-year time frame. In this connection, particular attention should be paid to the expected impact of technology on the work place; and
- the experience that each has had in recent years with attrition, the reasons for it, the effects of it on the individual Directorate, and projections regarding its expected effect on efficiency and productivity in the future.

*To make it easier to collate the results, categories such as electronic engineer, physical scientist, economist, computer programmer, and the like should be used to the extent possible, with an even more precise breakdown in the case of particularly unique specialties.

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3. I am also asking the DDA to complete by 8 June a survey of demographic work already done within the Agency and elsewhere in government and selected private industries regarding the categories, size, and quality of the pool of talent pertinent to our needs expected to be available in the United States in the out years. We may hope to draw conclusions from such a survey regarding our long-term prospects for recruitment in certain specialties as well as our prospects for retaining employees in projected areas of critical shortage.

4. With the results of the above surveys shared among us, I would expect to hold another meeting of the Steering Group on Personnel in mid-June to discuss them and to map out what the next steps should be.



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